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ABSTRACT

This paper describes the tenure review process at the El Paso Community College District, in Texas, providing District policies, instructions for candidates, and sample forms. The first section indicates that the 5-year, criteria-based process provides training for all participants and utilizes candidate self-evaluations, as well as reviews and recommendations from divisional peers, a supervisor, an executive dean, a district faculty committee, and the college president. The next section reviews criteria for awarding tenure and the relative importance of each, indicating that job performance is worth 50%, participation in professional responsibilities 25%, professional growth 15%, and service to the community and state 10%. Following a list of steps in the tenure process, board policies related to tenure review and recommendations and instructions for tenure candidates are provided. The instructions list supporting materials that candidates might use to show evidence of superior job performance for teachers, counselors, and librarians; of participation in professional responsibilities, such as membership on college and/or division committees; of professional growth, including degrees earned or conferences attended; and of professional service to the community. Finally, sample application forms for tenure candidates are provided. (KP)

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on Leadership Development in Community Colleges

League for Innovation in the Community College
and the Community College Leadership Program
of the University of Texas at Austin

Forum: Monday, July 24, 1995
3:00 - 4:00 p.m.

"Institutional Effectiveness through a Rigorous Tenure Review Process"

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Charles Rorie, Executive Dean,
Rio Grande Campus

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EL PASO COUNTY COMMUNITY COLLEGE DISTRICT

EL PASO, TEXAS

"INSTITUTIONAL EFFECTIVENESS THROUGH A VIGOROUS TENURE REVIEW PROCESS"

TENURE

AT THE

EL PASO COUNTY COMMUNITY COLLEGE DISTRICT

CRITERIA BASED

TRAINING PROVIDED FOR ALL PARTICIPANTS IN PROCESS

FIVE YEAR PROCESS REQUIRED

SUPERVISOR EVALUATION AND GUIDANCE PROVIDED

SELF DOCUMENTED

SELF EVALUATION

DIVISIONAL PEER REVIEW AND RECOMMENDATION

SUPERVISOR REVIEW AND RECOMMENDATION

EXECUTIVE REVIEW AND RECOMMENDATION

DISTRICT FACULTY COMMITTEE REVIEW & RECOMMENDATION

PRESIDENTIAL REVIEW AND RECOMMENDATION

BOARD ACTION

TENURE CRITERIA

AT

EL PASO COUNTY COMMUNITY COLLEGE DISTRICT

A. EVIDENCE OF SUPERIOR JOB PERFORMANCE - 50%

>Teaching practices, techniques and classroom style

>Efforts made to insure student success

B. PROFESSIONAL RESPONSIBILITIES - 25%

>Participation in division/disciple activities

>Service on college committees

>Meeting classes and schedule

>Posting and maintaining office hours

C. EVIDENCE OF PROFESSIONAL GROWTH - 15%

>Participation in college-provided development activities

>Participation in individual development activities

>Participation and leadership in professional organizations

>Individual research and publications

D. PROFESSIONAL SERVICE TO THE COMMUNITY/STATE - 10%

>Participation and leadership in community organizations

>Presentations or performances for community groups

>Community service teaching and professional activities

EL PASO COUNTY COMMUNITY COLLEGE DISTRICT

TENURE PROCESS

a. Tenure Orientation for probationary faculty

   (1) Overview and timelines
   (2) Preparation of Tenure Packets

b. Annual evaluations for probationary faculty

c. Third year review for probationary faculty

d. Identification of candidates for tenure

e. Probationary faculty supervisor's workshop

f. Divisional Peer Review Committees

g. Tenure Review Committee

h. Administrative Liaison to Committee

i. Tenure Review Committee Interviews

   (1) Candidate
   (2) Supervisor
   (3) Executive Dean

j. Committee recommendations

   (1) Grant tenure
   (2) Not grant tenure
   (3) Extend probationary status for 1 year

k. President's recommendations

l. Requests for reconsideration

m. Board of Trustees approval

EL PASO COUNTY COMMUNITY COLLEGE DISTRICT
COLLEGE PROCEDURE
INSTRUCTION

BOARD POLICY: 3.07.02 **TITLE: Tenure Review and Recommendations**

APPROVED: April 8, 1983 **NUMBER:**
REVISED: August 2, 1994

OBJECTIVE: To establish guidelines for recommending the granting of tenure to probationary faculty who have completed five consecutive years of service with the College.

PROCEDURE:

I. Definitions:

Tenure Candidate: Is a Probationary Track Faculty who has completed five consecutive years of service. The candidate will be identified as such according to Personnel Department records and the criteria stated within this document.

Executive Dean(s) or Appropriate Executive Dean: Is the Executive Dean of a major campus, such as, Rio Grande, Transmountain, or Valle Verde.

Executive Dean – Administrative Liaison: Is the Executive Dean assigned as the administrative liaison to the Tenure Committee; this position is recommended by consensus of the other Executive Deans and appointed by the President and serves as described below.

Administrative Supervisor: Is the tenure candidate's immediate instructional supervisor, such as division chair, lead counselor, or head librarian.

Tenure Committee Chairperson: Is the tenure committee member elected by the committee to be the chairperson. The committee will elect a chairperson every academic year and the chairperson will serve the entire academic year and be a voting member of the committee. The chairperson will conduct the normal business of the Tenure Review Committee and, in conjunction with the Executive Dean -- Administrative Liaison, ensure that the review of the candidates' application materials, the committee interviews of the candidates, and the proper forms are completed according to the established procedure described within this document.

Tenure Review Committee: Is a district-wide committee of tenured faculty. The committee reviews the tenure candidates' application materials, interview candidates, and will or will not recommend the candidates for tenure to the Executive Dean-Administrative Liaison.

Peer Review Committee: Is a divisional committee of tenured faculty. The committee reviews the tenure candidates' application materials and will or will not recommend the candidates for tenure to the candidates' administrative supervisor.

II. Eligibility

It is the responsibility of the Executive Deans to make recommendations to the President of the College concerning the granting of tenure to probationary faculty who have completed five consecutive years of eligible service with the college. Eligible service shall be construed as at least 60 percent instructional duties (or, for counselors and librarians, at least 60 percent regular duties) for each fall and spring semester. Probationary faculty who accept non-instructional assignments equivalent to 60 percent or more of their normal load in any given semester may not count that semester toward fulfillment of the required five consecutive years of service, although they may include the activities performed as evidence of meeting the tenure criteria.

III. Tenure Committee Charge

The President will appoint, upon recommendations from the Executive Deans, and convene a Tenure Review Committee for the purpose of reviewing the applications of tenure candidates and providing recommendations. The function of this committee is advisory only.

A. The committee will consist of one Executive Dean and nine tenured faculty representing the following: one arts and science faculty, one occupational education faculty, and one librarian or counselor from each major campus. The faculty representation will reflect the college student demographics in regard to gender and ethnicity. All faculty members will be voting members. One of the faculty representatives will be elected by the committee members as the chairperson of the committee every academic year and will be a voting member of the committee. The Executive Dean designated by the President to serve as the Executive Dean -- Administrative Liaison will not vote and this assignment will be rotated every year among the appropriate Executive Deans.

B. Terms of the committee members will be for two years and will rotate on a staggered basis with approximately one half (4-5) of the committee changing membership each year. Rotation will take place prior to the beginning of the academic year.

IV. Tenure Evaluation Criteria

Consideration of candidates for tenure shall be based on the fulfillment of the following weighted criteria:

A. Evidence of Superior Job Performance - 50 percent. Teaching performance includes, but is not necessarily limited to, teaching practices, techniques, classroom style, and efforts made to provide maximum opportunity for student success. Counselor performance includes, but is not necessarily limited to, teaching performance, marketing/recruitment activities, and participation in counseling center activities. Librarian performance includes, but is not necessarily limited to, library instruction and LRC techniques and practices.

B. Professional Responsibilities - 25 percent. Professional responsibilities include, but are not necessarily limited to, performance of job description requirements such as participation in division/discipline activities, service on College committees, student advising, appropriate record keeping, meeting classes as scheduled, and posting and maintaining office hours.

C. Evidence of Professional Growth - 15 percent. Professional growth includes, but is not necessarily limited to, participation in College development activities such as scheduled workshops, and participation in individual development activities such as advanced course work, relevant continuing education activities, leadership and participation in professional organizations and conferences, and individual research and publications.

D. Professional Service to the Community/State - 10 percent. Professional service includes, but is not necessarily limited to, leadership or participation in community or other committees, boards and organizations, presentation or performances for community or other groups, community service teaching activities, and professional achievements.

V. Process:

A. New probationary faculty, as part of their normal orientation to the College, will be provided with a copy of the Tenure Review Procedure including "Instructions for Tenure Candidates". At the beginning of each spring semester, the Personnel Office will determine, based on historical records of each individual's assignments, fulfillment of the requirement for 60 percent or more instructional service and will inform the appropriate Executive Dean of those probationary faculty who will be beginning their fifth consecutive year of eligible employment with the college during the next academic year. The appropriate Executive Dean will be designated as such based on the tenure candidate's base campus. Tenure candidates who have transferred from one

base campus to another within their five year eligibility time period will be given a choice of designated appropriate Executive Dean.

B. At the beginning of each academic year, the Personnel Office will provide to the administrative supervisor, based on each candidate's historical records, a list of probationary faculty who have completed their second year of eligibilty. During the first semester of the probationary faculty member's third year of employment, the administrative supervisor will schedule a personal visit with the faculty member to review the faculty member's progress in the probationary position in order to assist the faculty member to maintain and/or improve their teaching performance and other activities which provide students, the institution, and/or the community with additional benefits. At this session, a written progress report will be completed and signed by both the faculty member and administrative supervisor. A copy of this report is to be included in the faculty member's tenure application materials.

C. During the spring semester prior to the year for tenure review, the office of the appropriate Executive Dean will provide each candidate with materials including the tenure review procedure, required forms, instructions for completion and timelines for submission, and a list of supporting materials. It is the candidate's responsibility to forward the tenure application materials to their administrative supervisor and to ensure that all materials are completed and submitted in a timely manner. The Executive Deans will also provide all candidates with the opportunity to attend a workshop regarding tenure packet preparation during both fall and spring faculty orientation sessions.

D. The Executive Dean -- Administrative Liaison will ensure that a workshop is conducted for all administrative supervisors of probationary faculty regarding the tenure procedure and confidentiality of the process prior to the review of the tenure packets.

E. The administrative supervisor will recommend to the appropriate Executive Dean a divisional peer review committee consisting of three tenured faculty normally from within the division and base campus. The appropriate Executive Dean will appoint the Peer Review Committee. The Executive Dean -- Administrative Liaison and the Chair of the Tenure Review Committee will conduct a <u>mandatory</u> workshop for the peer review committees prior to their review of the tenure packets. Administrative supervisors and other Executive Deans <u>must</u> also attend this workshop.

F. The divisional peer review committee will review the packets of the tenure candidates from that division in consideration of the criteria as outlined in Section 4 of the procedure statement. The committee will forward the packets

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with a written recommendation for each candidate signed by all committee members outlining the candidate's strengths and weaknesses and making a recommendation concerning tenure to the candidate's administrative supervisor. The Peer Review Committee's comments and recommendations should be specific and clear. The administrative supervisor may reconvene the divisional peer review committee if their comments and recommendations are in need of further clarification.

G. The administrative supervisor will review the materials in consideration of the criteria outlined in Section 4 of the procedure statement. He/She will forward the packets with a written recommendation outlining strengths and weaknesses and making a clear recommendation supported by specific reason(s) to the appropriate Executive Dean concerning tenure. It will be the administrative supervisor's responsibility to ensure that the peer review committee recommendations as well as his/her own are clear, specific, and to the point. The appropriate Executive Dean may return the recommendation(s) for further clarification at his/her discretion.

H. The appropriate Executive Dean will review the materials in consideration of the criteria as outlined in Section 4 of the procedure statement and will interview each candidate. The appropriate Executive Dean will forward the packets with written recommendations to the Executive Dean -- Administrative Liaison who will review the materials and may return the recommendation(s) for further clarification at his/her discretion.

I. The Executive Dean -- Administrative Liaison will convene the Tenure Review Committee and provide the committee with all materials submitted. The Executive Dean -- Administrative Liaison will meet with the Tenure Review Committee during the review process.

1. The committee will meet in closed session. The candidate for tenure as well as the appropriate Executive Dean and the candidate's administrative supervisor will appear separately before the committee to respond to questions from the committee. The committee chairperson will assume the responsibilities of the Executive Dean -- Administrative Liaison during that Executive Dean's candidate(s) review.

2. The committee may: (1) recommend granting tenure (2) not granting tenure (3) recommend, under extenuating circumstances, extending probationary status for a sixth year.

J. The Executive Dean -- Administrative Liaison will then make recommendations to the President of the College regarding the tenure of each candidate. The President of the College will review the recommendations received from the

Executive Dean -- Administrative Liaison and will present the President's recommendations to the Board of Trustees for deliberation. Each candidate will be notified by the President of the College by December 15 of the recommendation that has been made to the Board of Trustees regarding that individual.

K. In the event of denial of tenure, the candidate may submit a written request for reconsideration within one week following notification to the President through the office of the Executive Dean -- Administrative Liaison. The President may, at his/her discretion, direct the Executive Dean -- Administrative Liaison to reconvene the Tenure Review Committee for a second review of the candidate's application for tenure. The second review must be completed, recommendations forwarded, and notification made by January 31.

VI. Retention of Tenure Packet Materials

The tenure packet materials submitted by the candidates recommended for tenure will be duplicated by the Personnel Department. The copies will be retained by the Personnel Department and the original materials returned to the faculty member in a timely manner. The tenure packet materials submitted by candidates not recommended for tenure or recommended for an additional probationary year will be duplicated and retained by the Personnel Department. The candidate who is denied tenure or is given
an additional probationary year may request a copy of the materials from the office of the Personnel Department.

VII. Additional Probationary Year Materials

Candidates recommended for a 6th probationary year will prepare a separate packet for the year subsequent to the initial review. The packet should include all relevant materials according to procedure. Materials submitted for this year will be appended to and considered with the original packet. The candidate will follow the tenure review process in reapplying for tenure.

VIII. Confidentiality

Personal information in the tenure packet materials and written comments regarding the candidate as reflected on recommendation forms, and in other intra-college memoranda materials, are deemed confidential. Participants are, therefore, obliged to properly safeguard all documentation pertaining to the tenure process and are reminded that confidential matters are not to be revealed or discussed with anyone not officially involved in the evaluation process.

INSTRUCTIONS

FOR

TENURE CANDIDATES

SUPPORTING MATERIALS

The categories indicated below by roman numerals correspond to the criteria for tenure stated in the College procedure: Tenure Review Process. The numbered items in each category are mentioned as examples of possible ways of satisfying each criterion. The Tenure Committee does not necessarily expect a faculty member to have something to report for each numbered item; however, those marked with an asterisk (*) must be included. Except for asterisked items only exemplary items should be submitted and not all items available. A tenure packet should be a representative sample of a faculty member's performance and not necessarily all-inclusive. Additionally, the faculty member is requested to supply the headings and follow the numbering system used in this check list when a record of activities is submitted.

I. Evidence of Superior Job Performance

A. Teaching:

*1. List of new courses, properly verified by the curriculum office, developed by the candidate in the last five years.

*2. List of major revisions of established courses (explain), verified by the candidate's administrative supervisor.

3. Examples of course syllabi (maximum of three).

4. Examples of classroom handouts, transparencies, study guides, etc. (maximum of three of each type).

5. Other pertinent documentation in condensed or concise format.

B. Counselors:

*1. List, with supporting examples, of participation in counseling center activities, such as: new student orientation, VA workshops, student development workshops, faculty development workshops, staff meetings, staff development activities, registration activities, divisional activities.

*2. List, with supporting examples, of involvement in marketing/recruitment activities, such as; tours, visits, presentations, delivery of materials, special requests.

3. Examples of correspondence and student records, VA letters (regarding educational plans, changes of degree, and academic progress), evaluation of transfer credit, graduation applications, student petitions, degree plans and special reports, and/or assignments.

4. Other

C. Librarians:

*1. Lists and supporting examples of initiating, planning, organizing, and carrying through set objectives related to LRC functions.

*2. Documentation of preparation and organization of research/orientation aids and access tools for the LRC.

*3. Documentation of liaison to assigned divisions and faculty, and other college units as appropriate.

*4. Documentation of application of bibliographic techniques to the selection, acquisition, development, and organization of the LRC collection.

II. Professional Responsibilities (Letters of Appointment only)

*1. Membership on College committees (indicate if chairperson).

*2. Membership in division/department and discipline committees.

3. Non-teaching College duties (indicate whether released time or compensation was granted).

4. Sponsorship of College-approved student organization (list groups).

5. Other

III. Evidence of Professional Growth

*1. List of degrees earned by institution, courses completed, professional institutes, seminars, and conferences attended (include location, schools/colleges, dates) subsequent to employment.

*2. List of professional conferences, workshops, curriculum development activities attended other than required activities.

3. Current membership in professional organizations (indicate if officer).

IV. Professional Service to the Community/State

*1. Membership in or service to community organizations.

*2. Lectures, workshops, etc., for community organizations, agencies.

3. Service to area schools (Southern Association evaluation committees, judging contests, etc.).

4. Service to the state (state-wide curriculum or program evaluation committees).

V. Summary Self-Evaluation

*Describe your job performance based upon such elements as your teaching practices, techniques, classroom style, ability to motivate students, efforts made to meet learning needs of students, and any other useful details that apply.

TENURE CANDIDATE

FORMS

EL PASO COMMUNITY COLLEGE

TENURE CANDIDATE INFORMATION

Please complete the following:

NAME_____ DIVISION_____

DISCIPLINE_____

DATE OF INITIAL FULL-TIME EMPLOYMENT_____

WORK HISTORY (Cite all relevant work experiences, beginning with the most recent prior to EPCCCD).

EMPLOYER	LOCATION	YEARS	JOB TITLE

_____
SIGNATURE

_____
DATE

FACULTY SELF-EVALUATION (PROFESSIONAL SERVICE)

Respond briefly to the following items. These items demonstrate your service to the College both in and out of the classroom.

I. PROFESSIONAL RESPONSIBILITIES:

Please comment on your performance in the area of Professional Responsibilities, including performance of job description requirements such as:

A) PARTICIPATION IN DIVISIONAL DISCIPLINE ACTIVITIES

Faculty Response:_____

_____

Division Chair Response:_____

_____

B) SERVICE ON COLLEGE COMMITTEES

Faculty Response:_____

_____

Division Chair Response:_____

_____

C) STUDENT ADVISING

Faculty Response:_____

_____

Division Chair Response:_____

_____

D) RECORD KEEPING

Faculty Response:_____

_____

Division Chair Response:_____

E) MEETING CLASSES AS SCHEDULED

Faculty Response:_____

_____

Division Chair Response:_____

_____

F) POSTING AND KEEPING OFFICE HOURS

Faculty Response:_____

_____

Division Chair Response:_____

_____

II. PROFESSIONAL GROWTH

Please comment on your performance in the area of professional growth, including:

A) PARTICIPATION IN COLLEGE DEVELOPMENT ACTIVITIES

Faculty Response:_____

_____

Division Chair Response:_____

_____

B) CONTINUING EDUCATION ACTIVITIES

Faculty Response:_____

_____

Division Chair Response:_____

_____

C) LEADERSHIP AND PARTICIPATION IN PROFESSIONAL ORGANIZATIONS AND CONFERENCES

Faculty Response:_____

_____

Division Chair Response:_____

_____

D) INDIVIDUALS RESEARCH AND PUBLICATIONS

Faculty Response:_____

_____

Division Chair Response:_____

_____

E) PROFESSIONAL ACHIEVEMENTS

Faculty Response:_____

_____

Division Chair Response:_____

_____

III. EDUCATIONAL COMMUNITY SERVICE:

Please comment on your performance in the area of professional service including:

A) LEADERSHIP OR PARTICIPATION IN COMMUNITY OR OTHER COMMITTEES

Faculty Response:_____

_____

Division Chair Response:_____

_____

B) PARTICIPATION ON BOARDS AND ITS ORGANIZATIONS

Faculty Response:_____

_____

Division Chair Response:_____

_____

C) PRESENTATION OF PERFORMANCES FOR COMMUNITY GROUPS

Faculty Response:_____

_____

Division Chair Response:_____

_____

D) COMMUNITY SERVICE TEACHING ACTIVITIES

Faculty Response:_____

_____

Division Chair Response:_____

_____

Instructor:_____ Date:_____
Signature

Teaching Discipline:_____ Semester:_____

Administrator:_____ Date:_____
Signature

Division:_____

PEER REVIEW COMMITTEE RECOMMENDATION
EL PASO COMMUNITY COLLEGE

DATE:_____

TENURE APPLICANT:_____ DISCIPLINE:_____

Comments on strengths and weaknesses of the candidate as they relate to the tenure criteria (use continuation sheet if necessary):

Based upon a review of the tenure packet materials, the following recommendations are made:

Signature:	( )	Candidate appears suited for tenure.
Member's Name (type)	( )	Candidate appears not to be suited for tenure.
Signature:	( )	Candidate appears suited for tenure.
Member's Name (type)	( )	Candidate appears not to be suited for tenure.
Signature:	( )	Candidate appears suited for tenure.
Member's Name (type)	( )	Candidate appears not to be suited for tenure.

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ADMINISTRATIVE RECOMMENDATION
EL PASO COMMUNITY COLLEGE

DATE:_____

TENURE APPLICANT:_____ DISCIPLINE:_____

_____

Comments on the candidate as they relate to the tenure criteria (use continuation sheets if necessary):

RECOMMEND: ( ) Based upon a review of the candidate's tenure packet materials and on my evaluation of the candidate, I recommend that tenure be granted.

( ) Based upon a review of the candidate's tenure packet materials and on my evaluation of the candidate, I recommend that tenure not be granted.

_____

Name (Type) Position Signature

_____

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TENURE REVIEW COMMITTEE RECOMMENDATION
EL PASO COMMUNITY COLLEGE

TENURE APPLICANT:_____ DISCIPLINE:_____ DATE:_____

Comments (use continuation sheet if necessary):

Based upon a review of the tenure pack materials, upon the administrative evaluation of the candidate, and upon the interviews with the candidate and the administrative supervisor, the following recommendations are made:

Signature: Recommend: ( ) Candidate be granted tenure.
( ) Candidate not be granted tenure.
( ) Candidate be granted an additional probationary year.

Member's Name (type)_____

Signature: Recommend: ( ) Candidate be granted tenure.
( ) Candidate not be granted tenure.
( ) Candidate be granted an additional probationary year.

Member's Name (type)_____

Signature: Recommend: ( ) Candidate be granted tenure.
( ) Candidate not be granted tenure.
( ) Candidate be granted an additional probationary year.

Member's Name (type)_____

Signature: Recommend: ( ) Candidate be granted tenure.
( ) Candidate not be granted tenure.
( ) Candidate be granted an additional probationary year.

Member's Name (type)_____

Signature: Recommend: ( ) Candidate be granted tenure.
( ) Candidate not be granted tenure.
( ) Candidate be granted an additional probationary year.

Member's Name (type)_____

Signature: Recommend: ( ) Candidate be granted tenure.
( ) Candidate not be granted tenure.
( ) Candidate be granted an additional probationary year.

Member's Name (type)_____

Signature: Recommend: ( ) Candidate be granted tenure.
( ) Candidate not be granted tenure.
( ) Candidate be granted an additional probationary year.

Member's Name (type)_____

Signature: Recommend: ( ) Candidate be granted tenure.
( ) Candidate not be granted tenure.
( ) Candidate be granted an additional probationary year.

Member's Name (type)_____

Signature: Recommend: ( ) Candidate be granted tenure.
( ) Candidate not be granted tenure.
( ) Candidate be granted an additional probationary year.

Member's Name (type)_____

Summary of Tenure Recommendations: #____yes #____No #Additional year.

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